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A true measure of intelligence, like a true quantification of personality types, will not be a limiting thing. While common attempts to define both intelligence and personality types often end up divisive, distinctly insulting to almost everyone, and painfully limiting in their definitions of the grandeur and complexity of the human mind and heart, such oversimplified descriptions tend to merely reflect the insecurities of the person saying them. Naturally, an insecure person will feel threatened by something so fundamentally awe-inspiring as the nature of humanity, and so such a person will usually try to take the power and unpredictable tenacity of human will and force it to fit into a demeaning, limiting little box. If they can tell themselves that the human soul itself is nothing more than a set of data that they can view through the safety of their microscope, then their insecure little selves will feel a little less panicked.

This is why psychology often gets such a bad rep. All too often, the people who most loudly study psychology are those who are the most afraid of other people, the most insecure in the face of others' talents, and the most resentful of the validity and meaning of others' dreams, desires, and heartaches. These sorts of people study psychology so that they can put it into a neat little box that they don't have to be afraid of. Rather than humble themselves before the human heart as a student before a master, they study psychology in an effort to assert that the stunning majesty of humanity is whatever they want to oversimplify it as being. All too many psychological theories are little more than tantrums, coping mechanisms penned by people who want to redefine humanity itself as something much less threatening to them.

This is why "psych buffs" are sometimes quite creepy. When someone watches you, staring at you, attempting to quantify your every move and glance as a telltale display of some psychological kneejerk reaction, they're limiting you and in fact objectifying you. This sort of attempt to put people into a petri dish is, in fact, a psychological kneejerk reaction, a reaction to a typical insecurity about the free will, talents, successes, and valid feelings of other people besides oneself. Those who seek to objectify others tend to become quite predictable themselves, becoming the very thing they attempt to say everyone else is, further driving their emotional need to say that everyone else is a predictable specimen for them to study.

True psychology, by contrast, naturally deals with the true nature of the human psyche, rather than an attempt to declare that the psyche is something simple and more comforting to one's insecurities. Thus true psychology embraces the glorious and frightening power of human will, the color, nobility, and indomitable resourcefulness of a healthy heart, and perhaps above all, the human birthright of change, of improvement, of progression and growth and betterment. Humanity is all about taking what we're given, the dust of the earth, and making out of it the Parthenon, the Sistine Chapel, miracle cures and moon rockets and the ability to chat over video from across the world. It's all about taking what we're given and making more. True psychology therefore does quite the opposite of making people feel limited; its natural aim is to acknowledge the human capacity for apparently limitless growth, seeking cures for the psychological diseases of pettiness, enmity, and delusion, so that human growth can flourish. True psychology makes people feel precious, because they are.

Cracking the Code of Smart

Intelligence, then, being a measure of the capability and aptitude of a mind, is at the very core of psychology. So how do we measure the capability and aptitude of something as complex as human will? Typically, most attempts to measure intelligence end up inadvertently measuring only one facet of the great gem, focusing on some forms of aptitude but entirely excluding others. For instance, growing up, I was always a little skeptical of IQ tests. The more I learned about them, the more I noticed that, while I tended to score very well on them, others who were clearly brilliantly intelligent would score somewhat poorly, because most tests entirely neglected many forms of intelligence. I thought it seemed rather arrogant to declare that we could measure IQ, “intelligence quotient,” by means of these tests that seemed to have only the barest understanding of what intelligence itself actually is.

Now, there are some very well-made IQ tests, and while the very fact that some tests are better than others suggests that the tests are not perfect, even the best tests still seem to focus on only a narrow subset of intelligence itself. Calise and I were discussing this once, and we reflected that the great majority of tests that purport to measure intelligence are, in reality, measures of the following particular subset of intelligence:

“A measure of the recognition of expectable objects and situations.”

In other words, if I give you a pattern, how well can you follow the pattern and tell me what comes next? How well can you recognize what should be the next expected object or situation in the pattern? If I give you a shape, and ask you to imagine rotating it or transforming it in a certain way, how well can you recognize what should be the expected resulting shape? The vast majority of attempted IQ tests, perhaps one could go so far as to say almost all of them, measure this subset of intelligence, and only this subset. A measure of the recognition of expectable objects and situations.

Now, I'm sure Leonardo da Vinci would have scored tremendously high in recognizing the patterns in such expectable objects and situations, but might he score even higher if we found a way to test his main intellectual strengths? How would Socrates or Plato have scored? Very well, I'm sure, though I expect both would feel that the test neglected their greater strengths, and Socrates might have some choice quips in retaliation. This is a very common criticism of IQ tests: that while they may indeed be remarkably accurate in measuring a person's aptitude in recognizing expectable objects and situations, and while that is certainly a form of intelligence that can lead to success in every area of life, it is still only one form of intelligence. Some point out that we need a reliable way of measuring emotional intelligence, creative intelligence, and so on. IQ tests have had a great impact on shaping our cultural definition of “smart,” even though we unconsciously realize that true smart is far more than that.

So when Calise and I were talking about this, taking her aunt's dog for a walk, we thought it was funny that “objects and situations” just happen to be the primary strength of Introverted Perceivers. IPs naturally excel at seeing and understanding the details about objects and situations, and drawing correct conclusions from them. It's their first cognition step. Given a set of data, an IP will excel at drawing correct conclusions from that data. On top of that, knowing what is “expectable” is a strength of iNtuitive Thinkers, who focus on which particular brush stroke will come next in the conceptual patterns of life. Putting it together, “expectable objects and situations” spells out I-N-T-P.

We thought this was adorable. Of course, of all the cognitive types, which would focus the most on wanting to quantify *everything*? And so, naturally, which type would be the first to persistently attempt to quantify intelligence? So of course INTPs tend to score high on “intelligence” tests! The tests are unwittingly crafted according to the way INTPs interact with the world! Now, when an INTP tries to assert that this is the only, or best, form of intelligence, then that's no good, that's just the classic unhealthiness of trying to say that one's own type is better than all the others. Nothing new there. But when innocent INTPs enthusiastically craft IQ tests, is it any wonder that they'd inadvertently gear those tests to the primary form of intelligence with which they're familiar?

The downside, of course, is that the other fifteen sixteenths of humanity start to think that they're somehow less smart, because they're being tested on the INTPs' home turf. There is absolutely nothing wrong with measuring INTP strengths, and anyone, of any type, will prosper more in their life if they develop an INTP form of intelligence. But the same is true of any form of intelligence. We all need the strengths of all the types, and we can develop them all, but how do we measure them all?

The Sixteen Facets of Smart

The description of INTP's main strength as “expectable objects and situations” was the beginning of cracking the code. When we apply this same treatment to the other types, we get the following:

IP – “objects and situations.” IPs' first cognitive step is noticing the details about specific objects and situations, and drawing correct conclusions therefrom.

EP – “reactions.” EPs' first cognitive step is noticing the reactions of people (or anything with nominal free will) to things

that happen around them, thereby correctly understanding motives and character.

IJ – “trends.” IJs’ first cognitive step is noticing reliable trends of people, events, and the wide universe around them, and drawing accurate principles therefrom.

EJ – “experiences.” EJs’ first cognitive step is noticing the consequences of actions, thereby eliciting desired experiences by knowing the correct action to take.

NT – “expectable.” NTs focus on the conceptual nature of the use of things, causing them to look to the future of what they should expect to happen.

ST – “practical.” STs focus on the experiential nature of the use of things, causing them to explore the way things currently available may be used in practice.

NF – “edifying.” NFs focus on the conceptual nature of the meaning of things, causing them to look to the future of what should best edify, improve, and dignify people.

SF – “enjoyable.” SFs focus on the experiential nature of the meaning of things, causing them to explore the way things currently available may bring joy and comfort to people.

Now it’s just a matter of plug-n-play, and we get a nice summary of sixteen distinct facets of intelligence, sixteen very different kinds of smart that can each be measured, and which are all necessary parts of smart itself. A genuinely smart person, able to do whatever’s best in any situation they’re in, will cultivate all sixteen types of smart. Still, it’s natural and perhaps a bit unavoidable that we’ll all excel a little more in our own native form of smart.

THE MANY SIDES OF SMART

	Objects & Situations (IP)	Reactions (EP)	Trends (IJ)	Experiences (EJ)
Expectable (NT)	INTP Smart	ENTP Smart	INTJ Smart	ENTJ Smart
Practical (ST)	ISTP Smart	ESTP Smart	ISTJ Smart	ESTJ Smart
Edifying (NF)	INFP Smart	ENFP Smart	INFJ Smart	ENFJ Smart
Enjoyable (SF)	ISFP Smart	ESFP Smart	ISFJ Smart	ESFJ Smart

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INTP intelligence – “Recognition of expectable objects and situations.”

This is the form of smart that we’re all tested on in nearly every test that tries to measure raw intelligence. Given a set of objects or situations, what is the correct expectation of what will come next? Given a set of points, shapes, or impulses, what should come next? This is catnip for INTPs, who get such a thrill out of seeing the patterns in details and correctly concluding about what details should result. It is most certainly not intelligence itself, but it’s still a beneficial type of intelligence for everyone to cultivate.

ENTP intelligence – “Recognition of expectable reactions.”

Constantly poking the world around them in order to see how it will wiggle in response, ENTPs become masters of knowing what to expect from different kinds of pokes. Magnificent manipulators, they learn just how to prod a person or thing in order to elicit the reaction they expect, whether in inventing strange new ways to make things work, or in getting just the reaction

they want out of a friend or adoring crowd. Yet behind all the calculated swagger, ENTP intelligence is just a means to correctly expect how the world and people are going to react.

INTJ intelligence – “Recognition of expectable trends.”

Calmly watching the world, people, and events in a desire to understand the overall trends that drive them all, INTJ intelligence naturally excels in charting a course that will preempt the behaviors of others. Often overrepresented in military or political settings, INTJs know how to strategize two steps ahead, having what appears to be a sixth sense due to their aptitude in correctly expecting how trends are going to play out. This equips them to adapt to fare particularly well when tested according to INTP intelligence, but not as well as if they were tested according to their own distinct brand of smart.

ENTJ intelligence – “Recognition of expectable experiences.”

Focusing on actions, consequences, and the potential experiences that can be obtained by taking the right action or lost by taking a wrong one, ENTJs naturally become passionate about acting in order to cause the experiences they seek. ENTJ intelligence develops a keen understanding of what experiences to expect from each action, and blazes a course toward the experience most desired. While this can result in fierce activism, boldly pointing out the actions needed in order to bring about the experiences they want, ENTJ intelligence can just as easily be applied to quietly pursuing one’s own desired experiences with methodical care.

ISTP intelligence – “Recognition of practical objects and situations.”

Excelling at finding the most use out of situations or objects as they already are, ISTP intelligence naturally results in a love of specialization, a joy in striking out on one’s own and finding all the best ways to do what one is already doing. Rather than focusing on what object or situation should be expected next in a pattern, ISTP intelligence delves deep into finding better and more precise uses for the objects and situations already present. This results in a rugged joy in experiencing oneself, others, and all the exciting ways to use the tools already in one’s arsenal, as an immediate and powerful form of smart.

ESTP intelligence – “Recognition of practical reactions.”

Rather than poking the world in order to find new ways to elicit expected reactions, ESTP intelligence sees how to best make use of the ways in which people and things are already reacting. ESTPs masterfully adapt to get the most use out of reactions as they already occur, exploiting the dirty realities of the world in order to constantly benefit from its behaviors.

Surfing along the ever-present changes in life, ESTP intelligence is just as brainy, useful, and necessary as any other type of intelligence, yielding a practicality that is an essential facet of true smart.

ISTJ intelligence – “Recognition of practical trends.”

Keenly aware of the trends of history and the workings of the world, ISTJ intelligence excels in living in the world as it is.

Rather than focusing on preemptive strategy, ISTJs find how to derive the most benefit from overall trends in the present, living gracefully and inseparably amid the culture around them. Their focus on overall trends provides a bird’s-eye view of their present world, enabling them to integrate themselves powerfully and effectively into every useful corner of the world as it already exists. ISTJ smart serves as a protective and practical platform that gives perspective and security to the exercise of all other kinds of smart.

ESTJ intelligence – “Recognition of practical experiences.”

Focusing on finding the best ways to derive the most benefit out of every experience, ESTJ intelligence yields a controlled exactness that helps everything run smoothly. Instead of taking action to bring about desired experiences, ESTJs take decisive, deliberate action to maintain and increase the desirable experiences they already enjoy. This results in a masterful ability to make life a well-oiled machine, efficiently prospering in getting the most use out of each day and striving to help others benefit by doing the same. ESTJ smart knows just how to get the absolute most use out of life as it already is.

INFP intelligence – “Recognition of edifying objects and situations.”

Thriving on inspiring, heartwarming, or sage pearls of wisdom, INFP intelligence excels at delving deep into philosophical thoughts, soul-searching questions, and morally challenging situations. Instead of focusing on which object or situation should be expected next in a pattern, INFP intelligence specializes in knowing which object, situation, proverb, or anecdote will best nurture and fuel humanity itself. As beacons of hope, direction, and insight, INFPs demonstrate an incisive awareness of the patterns of life and meaning, burning bright as an essential facet of any true smart.

ENFP intelligence – “Recognition of edifying reactions.”

Championing the value of each individual, ENFP intelligence excels at knowing how to elicit reactions in people that will best build them up, heal them, and help them become everything they can possibly become. Rather than poking the world in order to learn what reactions to expect, ENFPs poke the world in order to learn what reactions will be the most inspiring and beneficial in their unending quest to bring out eternal archetypes of heroism in normal, average people. An often overlooked side of intelligence itself, ENFP smart is peerless in understanding how to reconcile humanity’s loftiest aspirations with its most embarrassing flaws.

INFJ intelligence – “Recognition of edifying trends.”

Most comfortable in the fathomless, dizzying heights of eternity itself, INFJ intelligence naturally spans the zoomed-out whole of all things, comprehends the magnificent trends of the universe, and then brings them all down to earth to be of use here and now. Rather than understanding trends in order to preempt expected events, INFJs understand trends in order to make available all the uplifting, enlightening, and terrifyingly complex bounties of universal principle so that anyone can be fueled and nurtured thereby. Excelling in context and perspective, INFJ smart knows just how to deploy resources, talents, and time for the best benefit of everyone involved in the long run.

ENFJ intelligence – “Recognition of edifying experiences.”

Vigilantly aware of the potential joys, beauties, and growth that can come from every experience, ENFJ intelligence focuses on taking actions that will lead to the most inspiring, helpful experiences. Rather than taking a fiercely activist approach to pursuing the actions needed to cause expected experiences, ENFJs take great care to nurture and tutor the hearts and souls of all around, seeking actions that will cause the most edifying of experiences. This gives ENFJs a sharp concern for all those they feel responsible for, while also leading to a timeless focus on all history as a guidebook for which actions lead to the best teaching experiences. Excelling in decisive action for the benefit of humanity itself, ENFJ smart is a necessary attribute of any true intelligence.

ISFP intelligence – “Recognition of enjoyable objects and experiences.”

Naturally adept at finding joy in situations or objects as they already are, ISFP intelligence becomes tenderly protective of the most precious and enjoyable objects or situations that it's managed to accumulate. This protective enjoyment leads ISFPs to specialize in what they choose to enjoy, so that they may gather and keep as much of it as possible. In humanity's continuing search for varying versions of happiness, ISFP intelligence leads the way in finding new ways to find more joy out of situations and objects already present, often coming up with surprising uses for things or situations that other facets of smart would overlook.

ESFP intelligence – “Recognition of enjoyable reactions.”

Seeking whatever will bring the most joy to people here and now, ESFP intelligence excels at adapting to reactions as they already occur in order to turn them all to genuinely happy ends. Constantly aware that happiness and encouragement enable the pursuit of all longer-term endeavors, ESFPs seek to protect and cultivate joy in everyone around them, serving as a nearly inexhaustible source of warmth and drive. While plans, goals, and ambitions may be easy to imagine and write down, ESFP intelligence understands that without fuel, human dreams never become reality; without this subtly powerful facet of smart, even the best calculated plans end up stalling before the finish line.

ISFJ intelligence – “Recognition of enjoyable trends.”

Bringing together the eternal perspective of universal trends with the earthy needs of people in the moment, ISFJ intelligence knows what trends bring about the most peace, happiness, and comfort here and now. Stereotypical protectors, ISFJs have the vision and the motivation to do whatever is necessary to maintain world-spanning trends that make life worth living, even if it means great sacrifice on their own part. ISFJ smart sees with cold clarity what must be done, counts the cost, and strides forward to finish every fight for the preservation of all that's good.

ESFJ intelligence – “Recognition of enjoyable experiences.”

Whether effusive or quietly caring, ESFJ intelligence comprehends exactly what actions are needed to maintain and reproduce experiences that lead to the most joy, security, and excitement. Masters of the brighter sides of practicality, ESFJs naturally know what to do in order to bring out all the joys that life already has to offer, seeing the subtle usefulness of making happy times and warm memories. With such a focus on maintaining the joys of life, ESFJ intelligence reaches out to protect those close to them, and thereby develops a keen insight about how to see to the needs of those they love. In many ways the polar opposite of our culture's accustomed INTP definition of smart, ESFJ smart works quietly and subtly (despite any outward fanfare) to maintain the fires of life that feed and enable all other facets of intelligence itself.

And there we have it, sixteen very different approaches to intelligence itself, which, remember, is the raw ability to do whatever's best in *any* of those sixteen circumstances. These sixteen facets of intelligence reflect the grid of every possible kind of Scope and Objective, encompassing every way of approaching life. While enthusiastic INTPs have spent decades crafting tests that measure one's aptitude in INTP smart, we might just as well measure people's “intelligence quotient” in any of the other fifteen manifestations of intelligence!

Tested according to unwittingly INTP-heavy IQ tests, an ESFJ (for example) might feel only modestly intelligent. Since current IQ tests unintentionally measure INTP's native facet of intelligence, their resulting “intelligence quotients” might be better labeled “INTP quotients,” accurately measuring a person's aptitude in INTP smart. But suppose a test were to be crafted that measured, not a person's ability to follow patterns and correctly expect what object should come next, but rather a person's ability to take correct action to nurture the most joy and peace in those they love. This would be a very different kind of test, having to focus on experiences rather than objects! And the same ESFJ who felt only somewhat smart might be surprised to find that their “ESFJ IQ” may in fact be through the roof!

But our purpose here is not to suggest possible methods of testing these different kinds of smart; all this is intro, after all. And simply cognating in a certain way does not automatically make someone a master of that form of intelligence, nor does this mean that everyone is simply equally intelligent in different ways. In fact, a highly intelligent ISFP, for instance, might be so smart in every form of smart, that they would outclass a less-intelligent ENTJ in ENTJ's own form of smart! Or vice-versa. Some people are just smarter, but since true intelligence encompasses all sides of smart, such genuinely smart people tend to realize that it's not smart to be arrogant about it. Arrogance typically comes from those who cope by funneling a moderate degree of smart into only one or two of the sixteen facets, in order to make it look bigger, but that leaves them unintelligent, unable, and unhappy in all the facets of life that they overlook. No one has to do that, because most importantly, all sixteen of these types of intelligence may be improved! They may be honed, developed, and exercised, or they may be lost due to neglect. Intelligence is not fixed, and the next sections elucidate the framework whereby all forms of intelligence may be increased without limit.

But before moving on, can we just reemphasize how much all these different kinds of smart are equal portions of the grid of intelligence? It's all too easy to overlook forms of intelligence that we're unfamiliar with, but it sure isn't smart to do that!

Every kind of intelligence brings something unique to every situation, of every kind. For example, we were once talking to an INTJ who commented that, while sure, all the cognitive types may be equal, he wouldn't want to be stuck on a desert island with an ESFP. In his opinion, ESFPs may be good for cheerleading, but they're not very useful when it matters.

Calise thought it was funny that he mentioned a desert island, though, since in the TV series "LOST," it was ESFP Hurley who repeatedly saved the day and ultimately the world! Remove Hurley and his highly intelligent ESFP smart from the story on that strange desert island, and how long would anyone have lasted? Hurley would probably not think of himself as a smart person, but in a measure of ESFP smart, he was one of the brightest bulbs in the show. Overlooking other kinds of intelligence, as people all too frequently do, makes us less intelligent, since by doing so we end up eschewing parts of intelligence itself! So much argument and bitterness ends up coming down to people trying to assert that their own preferred facets of smart are superior to others'.

Yet as we develop intelligence itself, as we cultivate all the possible approaches and applications of smart, that raw ability to do whatever is best in any different situation, things go more smoothly, arguments give way to unexpected comprehension, and complexity becomes ever easier to embrace. Life becomes an exciting and welcome dance of ever-changing steps that we nonetheless pursue with vigor, rather than a frustrating puzzle or an endless minefield of speed-bumps and dead-ends.

And while that all sounds very nice, I'm sure, the entire purpose of Phase 2 is to put it all into practice! In the next section, we'll quickly introduce a summary of the natural "geometry" of intelligence, in order to make it much easier to grow and develop in all forms of smart.